



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, V CORPS
UNIT 29355
APO AE 09014



AETV-CG

1 October 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: V Corps Command Training Guidance for FY 03-04, Change 1.

1. Revision. This memorandum provides the updated changes for HQ V Corps, AETV-CG, 21 November 2001, subject: V Corps Command Training Guidance for FY 03-04/

2. Paragraph 8. V Corps Intent, a (2), Force Protection, is changed to read:

Force Protection Training. The Corps will train Staff Sergeants (senior NCOs) or above in FY 03 for the CATC Anti-terrorism/Force Protection Course to complement those already trained. This course certifies leaders as advisors to commanders, while qualifying them as trainers for phase one level training.

3. Paragraph 8. V Corps Intent, a (3), Avenues of Approach, is changed to read:

Conventional operations start by the identification of enemy avenues of approach, then countering the enemy along identified avenues. The terrorist uses these avenues of approach as well. They are unconventional, and frequently use wide-open back doors into our places of work and living. Each member of the command must be vigilant, alert, and participatory in the identification and closing of back doors. Commanders and their S2s must take the lead in developing this unconventional IPB process.

4. Paragraph 8. V Corps Intent, a (4), Resources, is changed to read:

I expect commanders to be actively involved with the chain of command and community leaders in determining the best mix of personnel, technology, and techniques to be employed in the force protection mission. We must seek every opportunity to return soldiers to their units for training without loss of awareness or vigilance. I believe that being mobile is preferable to static, and random is preferable to predictable. We need to use this philosophy in the development of Force Protection plans.

5. Paragraph 8. V Corps Intent, a (4) (b), Training, is changed to read:

Training our soldiers and units is our most important responsibility. We must institute a solid training strategy focused on fundamentals and proper resourcing. The following guidance addresses specific programs and policies that are the foundation of our FY03-04 training plan.

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6. Paragraph 8. V Corps Intent, a (1) (b), Training Management Process, is changed to read:

Training Management Process. Commanders will practice sound training management principles by locking in training three weeks out to provide focus for units and predictability for soldiers and their families. Units must publish timely training guidance, conduct quality-training meetings, and employ the eight-step training model in order to achieve our goals. As leaders we must apply the eight-step model. We must place special emphasis on time for preparation during the duty day, conducting rehearsals, and providing time for retraining. Recovery time will also be included in training plans. At the Corps level, units are required to coordinate for participation or support from other units within Corps NLT the Training Coordination Date (TCD) for that quarter. This support will be synched during the quarterly G3/S3 Calendar Synchronization Process. TCDs are 1st Quarter FY03-31 Dec 03, 2nd Quarter FY03-31 Mar 03, 3rd Quarter FY03-30 Jun 03, and 4th Quarter FY03-30 Sept 03.

7. Paragraph 8. V Corps Intent, b (3) (a), Officer leader Development, is changed to read:

Officer Leadership Development. Our ultimate goal is to develop and empower officers that routinely demonstrate desired leadership behaviors, specifically: officers that generate trust, confidence, and cohesion within their respective spheres of influence; officers that coach, counsel, develop, and respect subordinates; officers that foster open and honest communications; officers that clearly articulate intent; embolden subordinates to use initiative and aggressively act in the absence of orders. To obtain this critical objective, we must create professional environments that develop and empower officers, who are mentally agile, adaptable, aggressive, innovative, and calculated risk takers. Our training scenarios must build and refine these leadership attributes. Reward officers who clearly demonstrate these essential traits and deliberately mentor those that do not. The opportunity for units to train future leaders is a rewarding experience. For FY03, here are the dates for the arrival of the USMA and ROTC cadets. The CTLT dates for FY03 are as follows: Cycle 1 = 2 Jun 03-2 Jul 03; Cycle 2 = 8 Jul 03-10 August 03; Cycle 3 = 8 Jul 03-7 Aug 03; and Cycle 4 = 23 Jul 03-22 Aug 03. By 06 Jan 03, units will be responsible for identifying the number of CTLT cadets they can support according to their training plans. V Corps G3 Training will submit the number of cadets requested by the units to USAREUR, to allow them to work housing costs with USMA and ROTC for FY03 allocations. Units will be responsible for caring and housing the cadets once they arrive for the summer.

8. Paragraph 8. V Corps Intent, b (4)(b), Individual and Crew-served Weapons Qualification, is changed to read:

A soldier's ability to effectively employ his/her assigned personal weapon or crew-served weapon is critical in combat. Commanders must ensure that all weapons training is conducted correctly, is challenging and realistic. High quality pre-marksmanship training (PMI) is the foundation for this training. Conditions for training must include daytime, limited visibility and

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nuclear, biological and chemical (NBC) environments. Incorporate the use of night vision devices. Train for excellence. Weapons' training requires eight hours of repetitive pre-marksanship training. It is not a one time shot, but repetitive over a period of time. Practicing steady hold techniques, breathing, and trigger squeeze, to name a few. PMI will give the soldier the confidence he/she needs to execute the mission. Maximize the use of training devices (i.e. Weaponeer, Engagement Skills Training (EST)). Our goal is 50% qualified expert.

9. Paragraph 8. V Corps Intent, b (4) (d), EFMB Training and Testing, is changed to read:

Every medical soldier in the Corps deserves the opportunity to train and test for the EFMB at least once during his/her tour with V Corps. The 30th Medical Brigade will develop a Corps-Wide program that allows us to meet this goal. Each Division can plan on executing a block of EFMB training and testing, additionally 30th Med Bde will be prepared to sponsor a third block of testing and training. For FY 03, 1 AD will conduct EFMB in March and 1ID will conduct EFMB in September. In FY 04, 1AD is scheduled to have EFMB training in May and with 1ID scheduled to have EFMB training in August.

10. Paragraph 8. V Corps Intent, b (4) (e), EIB Training and Testing, is changed to read:

V Corps will conduct two EIB training events each year, one by each division. 1st Infantry Division will conduct the EIB test in the Fall of FY 03 and 1st Armored Division will conduct the EIB test in the spring of FY03. In FY04, 1AD will conduct EIB competition in May and 1ID will conduct EIB competition in August. Each division is responsible to determine the exact dates for testing, and integrate it into the Corps training calendar during the G3/S3 Calendar Synch Process. Divisions will also make provisions to test soldiers from the other division who cannot test in their division window.

11. Paragraph 8. V Corps Intent, b (4) (f), Individual Deployment Readiness, is changed to read:

We have heard that great units do routine things, routinely well. Every soldier has a responsibility to be prepared to go to war. Preparation now saves vital time when called upon to execute the mission. This preparation ensures that soldiers are PDP'd to the fullest extend possible. They are trained on common tasks, qualified on assigned weapons, and have valid NEO plans ready to be executed, just to name a few. First line supervisors and leaders must track those areas required by regulation to ensure that soldiers and their families are prepared for no-notice deployments. First sergeants and platoon sergeants need to go after those soldiers who are non-deployable. We must instill a sense of responsibility in our soldiers that they must do those things needed to remain deployable (ex. Wills, Power of attorney).

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12. Paragraph 8. V Corps Intent, b (5) (a), Home Station Training, is changed to read:

In our effort to build “Killer Companies,” we must make every effort to bring all companies to the highest level of training possible, prior to their participation in their annual premier training event (EXEVAL, CMTC rotation, etc). Commanders should optimize home-station training opportunities, by exploring imaginative, innovative ways to achieve a high level of training through the use of all available resources (CCTT, SIMNET, maneuver coordination areas, LTAs, CFXs, CPXs, etc.).

Training must be focused initially at the platoon level. Platoon proficiency is the building block for higher level of maneuver. All platoons (combat arms, combat support, and combat service support) must train on a small number of fundamental high intensity conflict tasks. For example, NBC training needs to be performed and done to standard by every soldier. Platoons that are competent in these tasks will possess confidence in their abilities and will give a commander the flexibility to conduct more complex company tasks. All platoon training must be focused on tasks, dealing with individual through collective training (i.e. Sergeants’ Time Training, FTX, STX). The training conditions (i.e. training at night, MOPP IV, etc.) are changed once they demonstrate proficiency.

13. Paragraph 8. V Corps Intent, b (5) (c), Standard Gun-lines, is added to read:

The standard gun-line lengths were agreed upon by master gunners and Division trainers in Grafenwohr, Germany on 20 August 02.

Brigade Gunnery Density- Level 1	45 Calendar days
Brigade Gunnery Density- Level 2	30 Calendar days
Division Gunnery Density (1 Bde level I/1 Bde level II with CAV Level I)	70 Calendar days
Division Gunnery Density (1 Bde level I/1 Bde level II with CAV Level II)	57 Calendar days
Division Gunnery Density (Level I for 2 Bdes and CAV)	96 Calendar days

14. Paragraph 8 b(c) becomes 8 b (d); 8 b (d) becomes 8 b (e); 8 b (e) becomes 8 b (f); 8 b (f) becomes 8 b (g); 8 b (g) becomes 8 b (h); 8 b (h) becomes 8 b (I).

15. Paragraph 8. V Corps Intent, b (5) (f), CMTC Live Fire Exercise, is changed to read:

CMTC Live Fire Exercise (CMTC LFX) is valuable as a company/team training event and will be conducted annually for every maneuver company/troop/battery in the Corps. This event will be focused on companies and teams, tactically controlled by their battalion headquarters. Companies will execute with the normal combat support elements, such as support from battalion mortars, engineers and artillery. Brigades will be the headquarters responsible for organizing and resourcing the training event. 7ATC will provide the core O/C package for units

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executing the Live Fire Exercise. Units conducting the live fire exercise will provide augmentation to the O/C package. Brigade and Battalion Commanders will be the Senior Trainers for CMTC LFXs. Units will schedule their CMTC LFXs as mission and training requirements dictate, with all of their CS and CSS elements, with a goal of maintaining balanced training throughout the year.

16. Paragraph 8. V Corps Intent, b (5) (i), Other MTA opportunities, is changed to read:

We have the opportunity to use training sites in former Warsaw Pact states and other areas of Germany as well. These sites provide additional land resources for platoons and company's to conduct maneuver training on military operations in urban terrain (MOUT). I encourage use of these training sites as your OPTEMPO and funding permits.

17. Paragraph 8. V Corps Intent, c (3), Deployment Skills, is changed to read:

Having the skills needed to project power and deploy effectively and efficiently remains a critical task for all units in V Corps. Commanders will include deployment training in their training events to maximize the use of available training time. Deployments to the CMTC and GTA will be used as "drivers" or opportunities to conduct training in deployment tasks. Beginning in June 2002, all unit movements to MTAs will be JOPES/TPFDD moves, practicing our ability to employ real-world deployment systems. The 7ATC, in coordination with the 21st Theater Support Command (21st TSC), recently produced instructional videotape on the Deployment Processing Center. The Deployment Processing Center and GTA have full-size aircraft mock-ups to support deployment training. These resources are available for use by all units in the central region. Commanders will ensure that their units have the required number of trained Unit Movement Officers (UMOs), Airload Planners, and certified HAZMAT personnel. Units must be disciplined in sending soldiers and officers to these very important schools. 1st QTR, FY 03, 1AD will be the pusher unit for the Deployment Processing Center from 1-31 Oct 02. VCA will be the pusher unit from 1 November to 31 December 02. 2nd QTR, FY03, 130th ENG Bde will be the pusher unit. 3rd and 4th QTR, FY03, 3COSCOM will be the pusher unit. As of now for FY04, 22 SIG Bde will be the pusher unit for the Deployment Processing Center for 1st QTR, 69th ADA Bde will cover down for 2nd QTR, 3rd QTR will be 11th AVN Bde, and 4th QTR will be 1ID.

18. Paragraph 8. V Corps Intent, c (7), Code of Conduct Training, is added to read:

For the Code of Conduct Training, all USAREUR Major Subordinate Commands will implement a program to ensure all soldiers are trained NLT 30 SEP 04. Units will provide a status report and be able to brief their training status at the SEMIANNUAL TRAINING BRIEFINGS TO THE CG, USAREUR beginning 3RD QTR, FY03. CINCEUR has directed all military personnel in EUROPE become Code of Conduct LEVEL B qualified. The basic subject matter

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includes: Pre-deployment preparation; medical concerns; evasion prep; evasion tactics; navigation; captive environment; resistance to exploitation and personnel recovery. Soldiers with security clearance will observe all level B training tapes. Soldiers without clearances will only observe the unclassified tapes. The Major Subordinate Commands are authorized to duplicate the unclassified tapes. Verification of confidential security clearance will be processed through security managers before classified tapes will be released to the units.

19. Paragraph 8. V Corps Intent, c (8), Schools, is added to read:

For FY03 and FY04, units are going to be held accountable for their school allocations. For deployment purposes, units will maintain accurate status reports dealing with training for HAZMAT 11 and 12 qualified personnel, Air-load planners, Unit Maintenance officers, TC-AIM IIs and JFRG (Joint Forces Requirements Generator) personnel. Management of these status reports will reflect on the units' ability to deploy.

20. Paragraph 8. V Corps Intent, d (3), Schools, is changed to read:

There is never a bad time to send a good soldier to school. Commanders will ensure that military education cycles are reflected on the training calendars and schedules. Leaders need to carefully plan and schedule "targets of opportunity" to send their soldiers to schools. Soldiers selected to attend school will be notified at least three weeks prior to the course start date. Early notification is the key to minimizing the impact on soldiers and units and consequently reducing the Corps' no show rate. We must be careful about pulling non-commissioned officers away from training cycles that have already been planned for the units. Civilian schooling opportunities should be integrated into the training management process. Military schools must be a part of our training plan, to ensure we have the right people with the right skills. Never miss an opportunity to take advantage of outside educational opportunities as a way to improve your unit's overall readiness. The short-term costs are worth the long-term benefit to your unit and the soldier.

21. Paragraph 9. Aviation Training, is changed to read:

Our goal is trained and ready aviators and aviation units...aviation operational readiness (O/R) rates is supportive of but secondary to this goal! We will maintain Victory Strike as USAREUR's Capstone Aviation Training event. As outlined IAW UR 95-1, aviation training will progress from individual training to collective training for crews, sections and platoons, to training for companies, battalions, and brigades. All aviation battalions and below will participate in a Capstone Training Event such as a Combat Maneuver Training Center (CMTC) rotation or Victory Strike exercise a minimum of once every 12 months. We must execute 100% of our Flying Hour program with emphasis placed on night flying. The goal is 50% of the program dedicated to individual and crew night flight training. We have embarked on a V Corps

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Aviation Training Strategy with goals and standards that will develop and sustain combat ready aviation units capable of executing wartime missions, anytime or anywhere (Enclosure 4).

22. Paragraph 10. Corps Seminar Campaigns, FY03 is added to read:

The following Seminar has been added: V Corps Warfighter Training Seminar "How We Fight" Urban Operations, 04-06 November 02. Senior V Corps leadership, V Corps primary staff and Senior Army Mentors analyze and discuss "How We Fight" in an urban environment to enhance V Corps warfighting capabilities.

23. Paragraph 11. Safety, is changed to read:

Safety is a part of everything we do, both on and off duty. Commanders will follow the policy established in USAREUR Regulation 350-1, paragraph 5-9, MOS/Duty Position Training and Certification. The job of "soldiering" is a tough business and is inherently dangerous. Under the current environment, proper weapons clearing procedures must be a routine part of your safety programs. Every commander will conduct "running" risk assessments and take appropriate action to reduce risks based on the results as outlined in FM 100-14. Leaders must understand and apply the risk management process to conserve combat power and resources. Leaders must know that they are responsible for the safety of their soldiers, on and off duty. We need to make soldiers aware of the consequences of making poor choices and/or decisions. The soldiers must understand the consequence of not wearing a seatbelt should they have a severe accident. We must strive to make this second nature, a culture that the soldier knows and lives in.

24. Victory Corps!

///ORIGINAL SIGNED///
WILLIAM S. WALLACE
Lieutenant General, USA
Commanding

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